

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support

SUBJECT : Increased Employee Mobility

REFERENCE : Memo dtd 12 June '72 from Ex Dir-Compt to D/Pers, subj:  
Mobility and Rotation of Employees

1. In response to Referent Memorandum, I prepared the attached draft of an Agency Notice. It encourages the increased movement of employees to fill jobs and develop people. Provisions in the Notice are compatible with views expressed in the briefing sheet attached to the Reference.

2. The desirability of increased mobility recently has been reaffirmed.

a. In the Deputies Meetings in which PDP was discussed, it was asserted that the word "rotation" should not be used but increased movement across Directorate lines should occur in order to fill important positions with qualified officers.

b. The PDP package contains a section on improved mobility programs to implement the Federal Guidelines on Executive Development. PDP states the institutional capacity to promptly transfer able employees when needed is a common interest of the Agency and the Directorates. Two paragraphs of the PDP dealing with improved mobility as a method of personal development have been incorporated in the attached draft as approved statements of Agency policy.

3. In the past, the Director has expressed his interest in facilitating the movement of qualified officers into priority assignments. It is a fair assumption that one of the primary concerns of the new Director will be to increase the unity, commonality of purpose and effectiveness of the components within the Agency, and the Agency within the intelligence community. In this respect, I believe a current policy statement manifesting the Agency's interest in a vigorous mobility program is indicated.

4. If we are to achieve, for the first time, a significantly improved mobility program in the Agency, we will have to attack the basic inhibitions against it; namely, the relative autonomy of career services and the skepticism in this Agency that mobility across career service lines can be made

to work. We do not need new concepts or formats. We need a strong statement of intent by the Agency's senior officers, and we need a simple requirement placed upon the career services to actually work at the process of increased mobility. Thus, the attached Notice is written for your personal signature in language that hopefully conveys the sincere support accorded this program by you and the Deputy Directors. Second, it encourages Career Service Heads to try personnel movements outside their areas in consonance with this spirit.

Harry S. Fisher  
Director of Personnel

Attn

As stated

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